



CITY OF
GRAND
RAPIDS

Update on Police Reform, Emergency Response and Recovery

July 7, 2020

Agenda

July 7, 2020



- Emergency Response and Recovery Update
- Updates Related to Police Reform Initiatives

Emergency Response and Recovery

Update: COVID

Total Cases

4.875

Active Cases

1.143

Recovered

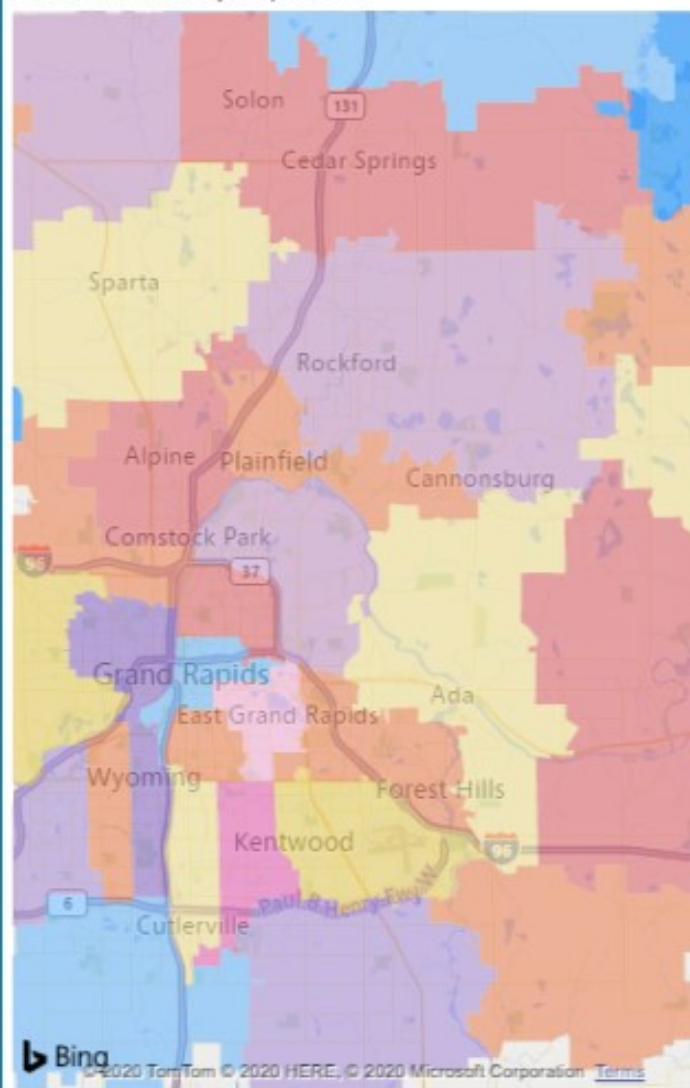
3599

Deaths

133

The Michigan Department of Health and Human Services (MDHHS) defines "Recovered" as the number of persons with a confirmed COVID-19 diagnosis who are alive 30 days post-onset (or referral date if onset is not available). If an individual dies from a COVID-related cause >30 days from onset/referral, they are removed from the number of persons recovered.

Total Cases by Zip Code

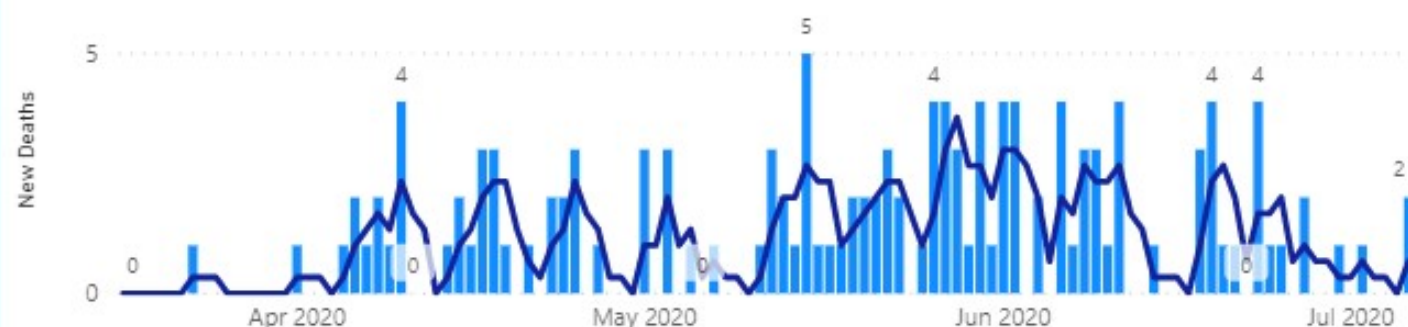


Zip Code Total Cases

49507	758
49503	634
49508	491
49509	448
49548	388
49504	379
49519	241
49505	190
49506	158
49546	157
49512	141
49525	106
49321	86
49319	77
49418	70
49534	62
49316	59
49345	57
49341	56
49315	54
49544	52
49331	45
49330	37
49301	31
49306	22
48809	Less than 20

Deaths by Date

New Deaths 3 Day Average



New Confirmed Cases and 3-Day Average by Date

New Confirmed 3-Day Average



The 3-Day Average reduces variations in new case reporting caused by test result timing and data entry.

Counts below 20 are masked for to protect privacy/re-identification.

Homeless Outreach Team (HOT) Update

What Have We Done:

- Teamed up a police officers and a firefighters to cover 7 days per week
- Built trust with the individuals experiencing homelessness and shelter organizations
- Worked collaboratively with shelter organizations and individuals experiencing homelessness on COVID-19 related issues
- Worked with larger community on homeless matters



Homeless Outreach Team (HOT) Update

Future Needs:

- Determine permanent funding stream
- Addition of a community social worker and mental health specialist
- Shadow the San Diego or Los Angeles HOT team to learn best practices

Current Issues:

- Coordination of staffing post COVID-19 response
- Define the scope of the team's work City-wide vs. Heartside neighborhood

Current Conversations:

- DDA, The Rapid, CTEH, Super User Group, Burton Heights, and Heartside neighbors



Economic Recovery – Parking Changes

- Providing Motu parking validations to local businesses for customers and staff effective July 6
- Enforcement of metered parking resumed on Monday, July 6 after three-month break
- Free curbside pickup/drop off program runs through July 31 and will transition to validations



Economic Recovery – Outdoor Activation Social Zones

- 4 active Social Zones:
 - Center City (Monroe Center)
 - Monroe North (various locations)
 - Heartside (Ionia, Fulton to Oakes)
 - Bridge Street (Summer to Winter)
- 2 in-process applications:
 - Leonard/Quarry
 - Bridge/Stocking
- At least 2 more applications expected, including within Uptown



Economic Recovery – Outdoor Activation

Social Zone Photos



Economic Recovery – Outdoor Activation

Social Districts

- Social Districts – Coming soon
 - Approved by Michigan legislature on Wednesday, June 24
 - Signed by Governor on Wednesday, July 1 – Public Act 124 of 2020
 - Authorizes "Commons Areas" where customers of Social District permittees can mix
 - City Commission action required both to designate the districts and sign off on permit apps
 - Resolutions to designate initial Social Districts and sign off on initial apps on July 21
- Current key topics
 - Minimizing traffic and access impacts while maximizing outdoor space
 - Coordinating adjacent social zones and restaurant-specific areas



Economic Recovery – Community Activation

- "The Bridge" Fall Special Event Series
 - Partnering with community organizations for a five-week series of events and activities in September/October
 - Actively working with DGRI, Chamber and Experience GR in planning
 - Events built around four "pillars"
 - Art & Film
 - Music & Performance
 - Culture
 - Community
 - Include planned activities for display and auction/sale from "windows project"



Economic Recovery – Community Activation

- Multi-week series of "pop-up" scheduled and unscheduled activities throughout Grand Rapids
- Focus on outdoor spaces, parks and social zones
- Centered on community activities and events that have otherwise been canceled or postponed (eg. cultural/ethnic festivals, PRIDE, Festival of the Arts, WMCAT 20/20) with an intentional focus for community expression and conversations on race, opportunity and the future of GR – a "bridge" between the unsettled nature of 2020 and what lies ahead.



GRow1000

Employing GR Youth for a Brighter Tomorrow

Status Update

- Initial applicant demographics - 82% persons of color; majority under age 17
- 437 applicants are scheduled to complete pre-employment training and finalize employment documents
- 65 businesses/organizations/individuals sponsored placements or are providing jobs
- 40 youth employed last year

Anticipated Start Date

- Youth will begin work with initial placements on July 13
- Plan to continue placements and expand in the Fall



Updates Related to Police Reform Initiatives

Alignment to the City's Strategic Plan



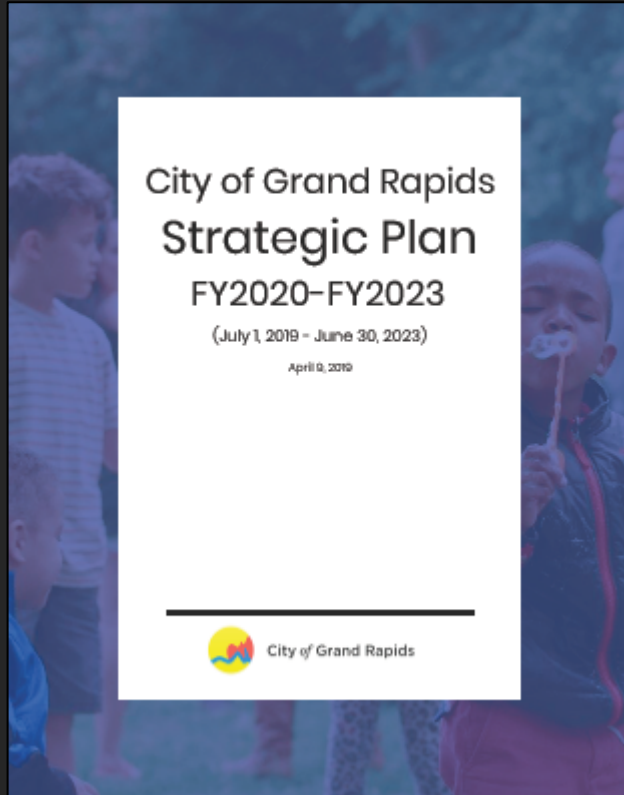
Governmental Excellence

- Create infrastructure to elevate and organize equity work within the City and investments in Neighborhoods of Focus
- Identify systemic issues that cause disparate outcomes in the justice system and implement strategies to address those issues within the City's span of influence
- Use evidence-based, data-driven methodology to reduce barriers to employment and improve quality of hires, reduce turnover and increase workforce diversity to reflect the demographics of the community
- Align skills, staffing levels and employee evaluation system with priorities, strategies and metrics
- Develop mandatory employee training programs, including trainings on City values and programs, cultural competency and core competencies
- Use internship and apprenticeship programs to increase the pipeline of candidates for hard-to-fill positions and to increase workforce diversity

Safe Community

- Use findings from the annual review process to identify gaps in current administrative or operational subjects in order to develop training curriculum that increases performance and improves the safety of the community and sworn police personnel. This training may include, but is not limited to, Ethics every two years, Unbiased Policing every two years, and Mental Health Awareness every 3 years
- Increase Grand Rapids Police Department community engagement
- Evaluate and design innovative policing models that equitably protect and serve residents while creating a path to healthy relationships between police and community

Alignment to the City's Strategic Plan



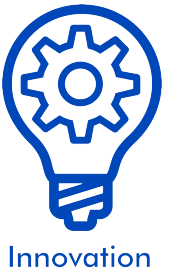
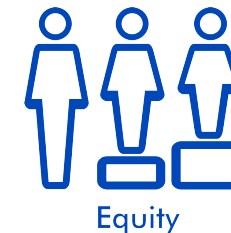
Engaged & Connected Community

- Identify trusted voices in the community to collaborate with for future engagement efforts
- Develop equitable opportunities for resident service on boards and commissions and offer onboarding process for successful participation
- Increase resident awareness of opportunities to leverage their voice

Economic Prosperity & Affordability

- Support employment and workforce development efforts in historically marginalized communities and Neighborhoods of Focus

Key Values Aligned to Police Reform Initiatives



Police Reform Initiatives Aligned to 21st Century Policing and City's Strategic Plan



- On June 10, 2020, City Manager Washington announced action items that amplify our commitment to accountability, reform, and equitable change.
- Incorporates the Six Pillars of 21st Century Policing:
 1. Building Trust and Legitimacy
 2. Policy and Oversight
 3. Technology and Social Media
 4. Community Policing and Crime Reduction
 5. Training and Education
 6. Officer Wellness and Safety
- These initiatives are aligned with the City's Strategic Plan and embody the City's values of accountability, collaboration, customer service, equity, innovation, and sustainability.

Police Reform Initiatives			
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Ban chokeholds	Policy	Revise Use of Force Policy	To be presented on August 11
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Verbal warnings before deadly force			
Reasonable alternatives (non-force; less-lethal force)			
Duty to intervene			
Ban shooting at moving vehicles			
Ban no knock warrants			
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Identify funding to expand OPA		Create an additional OPA staff position	Commission request made July 7
Redirect funding from Police		Charter requires Police receive 32% of GOF; budget and staffing review	Presentation on July 7
Increase efforts to recruit more diverse police candidates	Recruitment and Staffing	Lt. O'Brien assigned to lead this work and create a plan	To be presented on August 11
Enhance relocation incentives for Police personnel to live in GR		HR will recommend enhancements	To be presented on August 11
Establish Community Police Advisory Council for Chief	Community Engagement	6 initial members announced	Announced July 7
Create a safety and accountability ambassador program		Launch the program	To be presented on August 11
Create pathways for community input into Police plan and tactics		OPA's Strategic Plan will address this topic	To be presented on August 11
Review the committees and boards that oversee public safety		Review and report on committees and boards	To be presented on August 11
Names on all police uniforms	Transparency	Identification for all police fatigues	Completed
OPA report on all priority community police relations reports		Police recently compiled data and shared with OPA	To be presented on August 11
Police Department and Crime data transparency		Initial crime stats shared on July 7; Police Reform Dashboard	To be launched on August 11
Completion of OPA's Strategic Plan	Planning	OPA will launch a digital engagement platform by July 21	To be presented on August 11
OPA and OEE event on processing and healing from trauma	Equity Based Training	Therapists and counselors have been identified	To be presented on July 21
OEE and OPA to increase and enhance equity, justice, implicit bias training		RFP to be released July 10; staff trainings started June 19	Update presented on July 7
Information, awareness and resources to be an ally to address racism		OEE and OPA working to identify community group to design and implement	To be presented on August 11
Work with business community to increase summer opportunities for youth	Youth Empowerment	City launched Grow1000 Youth employment program	Employment begins July 13
Open public meetings for collective bargaining for police	Legal Research and Negotiations	City will discuss with labor groups; contracts in place until June 30, 2022	To be discussed prior to next round of negotiations
Subpeona power for Civilian Appeals Board		Attorney's Office will provide legal opinion in closed session to Commission	To be presented on July 21
MI Dept. of Civil Rights proposal		Attorney's Office will provide legal opinion in closed session to Commission	To be presented on July 21
19 original recommended initiatives			
4 original initiatives requiring further consideration			
4 new initiatives			

July 7, 2020 Updates (30 days)



- Provide a historic police budget and staffing review and discuss impacts of redirecting funding from Police
- Present historical and current crime statistics and trends and announce a plan for creating a publicly available Police Reform Dashboard (new initiative)
- Announce the Chief's Police Advisory Council
- Identification is now present on all police uniforms including training fatigues
- Recommend staffing changes in line with deployment study, Lamberth Traffic Study and 21st Century Policing Report
- Recommend funding an additional Office of Oversight and Public Accountability staff member
- Outline a plan for equity training
- Review launch of Grow1000 Youth Employment

Planned July 21, 2020 Updates



- Office of Oversight and Public Accountability will launch a digital engagement platform to engage community, firefighters, and police to participate in the completion of OPA's Strategic Plan.
- Office of Equity and Engagement and OPA and will provide progress of trauma training.
- Attorney's Office will provide legal counsel to the City Commission on the Michigan Department of Civil Rights' ongoing investigation into complaints of discrimination by the Police. No findings of wrongdoing to date have been made by the MDCR.
- Attorney's Office will provide a legal opinion to City Commission on subpoena power for the Civil Appeals Board.

Planned August 11, 2020 Updates (60 days)



- Use of Force Policy changes will be announced. Review team includes Police, Legal and OPA. Comprehensive review of the policy to be completed including:
 - Chokeholds
 - De-escalation
 - Verbal warnings
 - Non-force, less-lethal force
 - Duty to intervene
 - Shooting at moving vehicles
 - Ban no knock warrants
- Update on how the Police Department will work with Office of Oversight and Public Accountability, Human Resources, Grand Rapids Public Schools, colleges, community organizations and labor groups to increase efforts in recruiting more diverse candidates.
- Present updates to relocation incentives for police recruiting.
- Launch publicly available Police Reform Metric Dashboard.

Planned August 11, 2020 Updates *Continued* (60 days)



- The Office of Oversight and Public Accountability will release a comprehensive report regarding the status of all prior community-police relations studies, recommendations and commitments.
 - Police recently compiled data related to these studies and shared this information with OPA.
 - OPA is reviewing and auditing the information.
 - Originally scheduled for July 7.
- OPA will present its Strategic Plan.
- OPA will announce a safety and accountability ambassador program to improve resident engagement by creating more opportunities for underrepresented groups to promote safety and accountability and prevent crime.
- Office of Equity and Engagement and OPA will identify community groups that can help design and implement ally training.

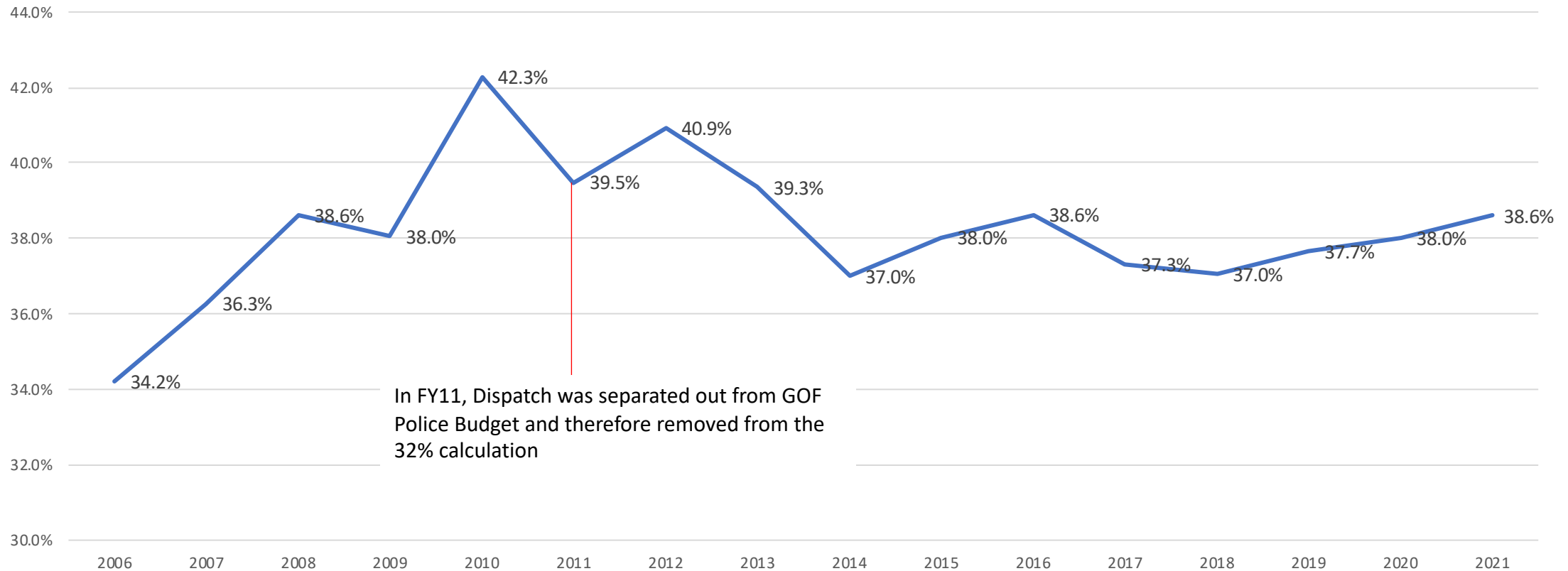
City Charter

“Not less than 32% of the General Operating Fund shall be appropriated for police services while both a City Income Tax of 1.3% or more is in effect for corporations and resident individuals and a City Income Tax of .65% or more is in effect for non-resident individuals.”

The Charter provision established a floor, not a ceiling on expenditures and leaves room for discretion above that amount.

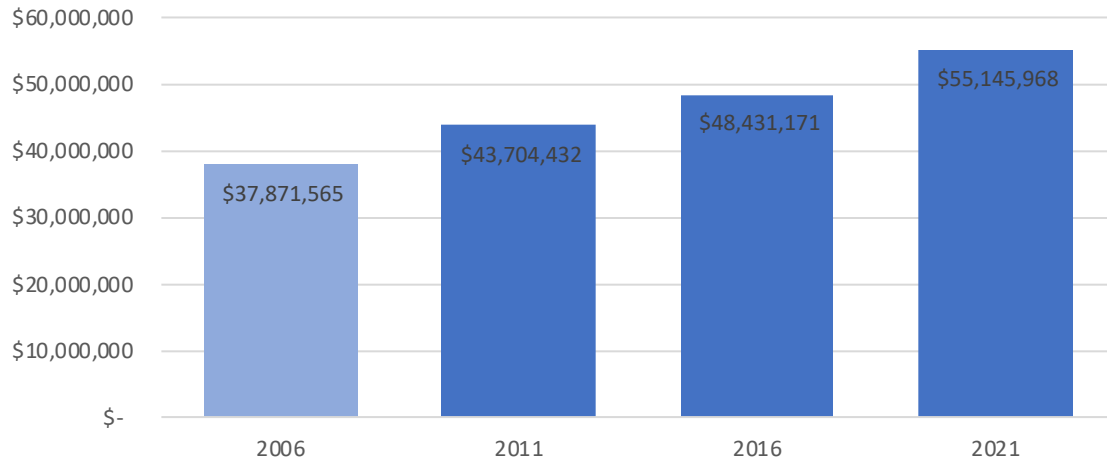
Police General Funding as a % of City General Funding (32% Charter minimum requirement)

Grand Rapids Police General Fund as Percent of Total City General Fund



Changes in Police and City General Funding

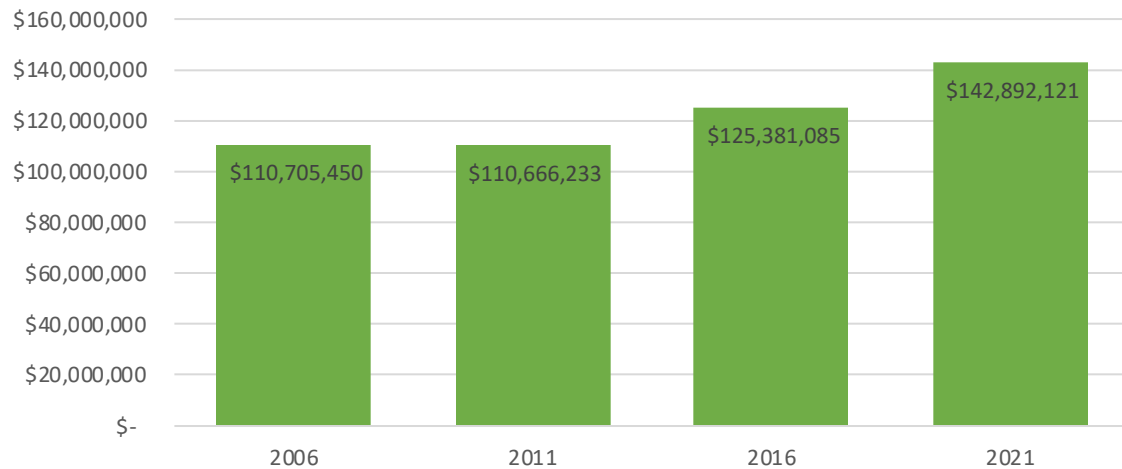
Grand Rapids Police General Fund Budget



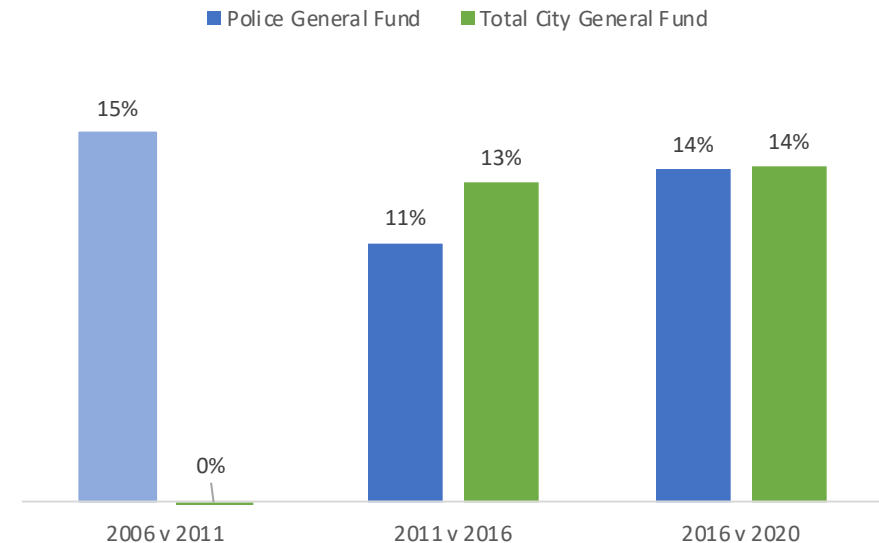
The Police Department's General Fund budget increased 26% and the City's General Fund increased 29% when comparing 2011 to 2021.

Note: Dispatch was included in the Police's General Fund in 2006 but was removed in 2011.

Grand Rapids Total General Fund

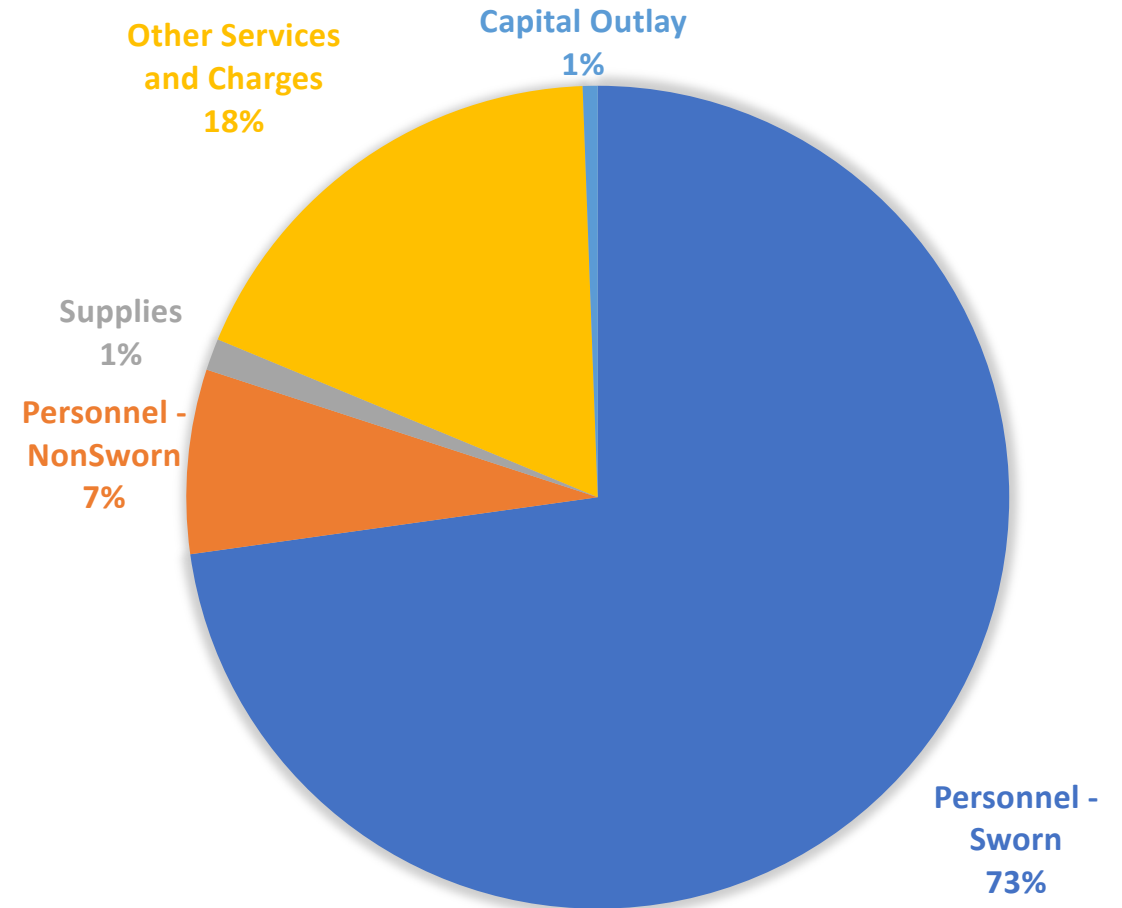


5 Year Change in General Fund Budget

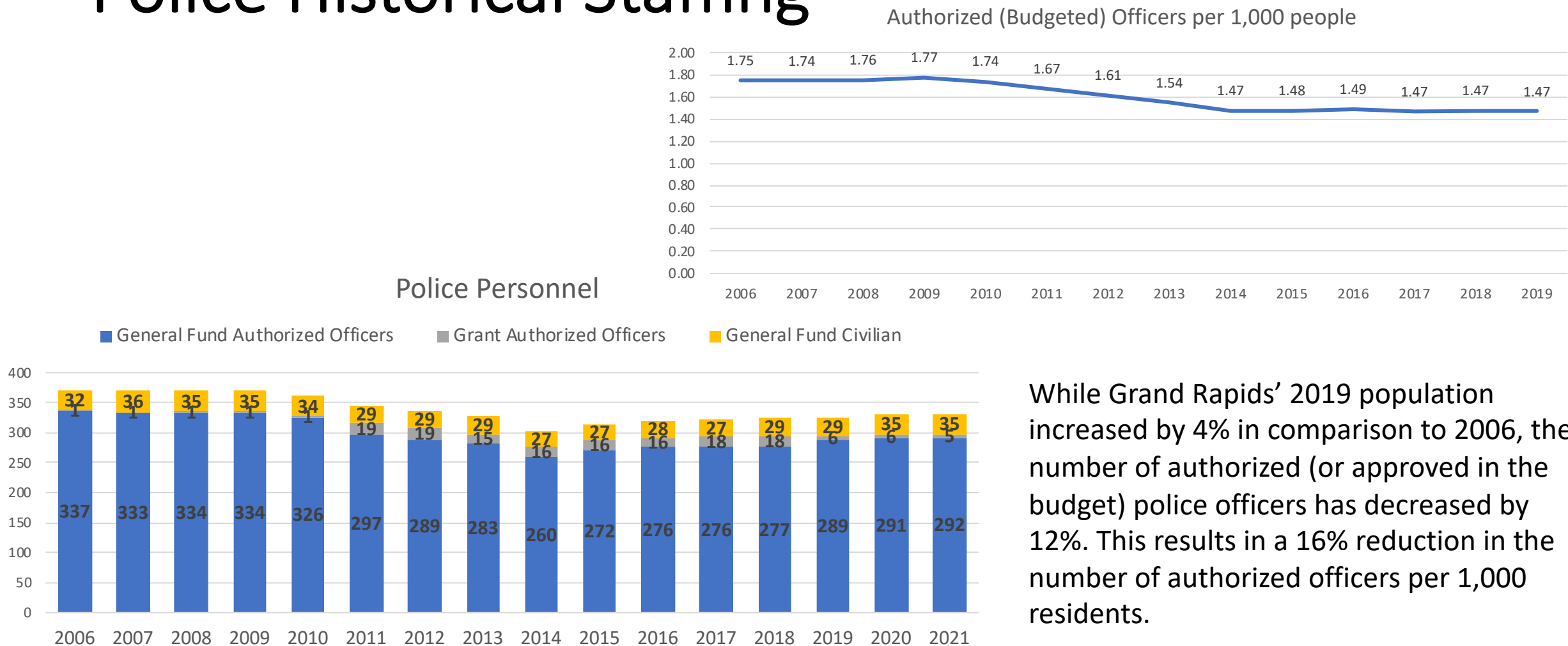


FY21 Police General Fund Budget - \$55,145,968

- Personnel Detail - \$44.1M
 - Wages \$28.4M
 - Pension \$7.9M
 - Healthcare \$6.4M
 - Others (FICA, unemployment, clothing allowance, etc) \$1.4M
- Other Services and Charges - \$9.9M
 - More than half of which is non-discretionary



Police Historical Staffing

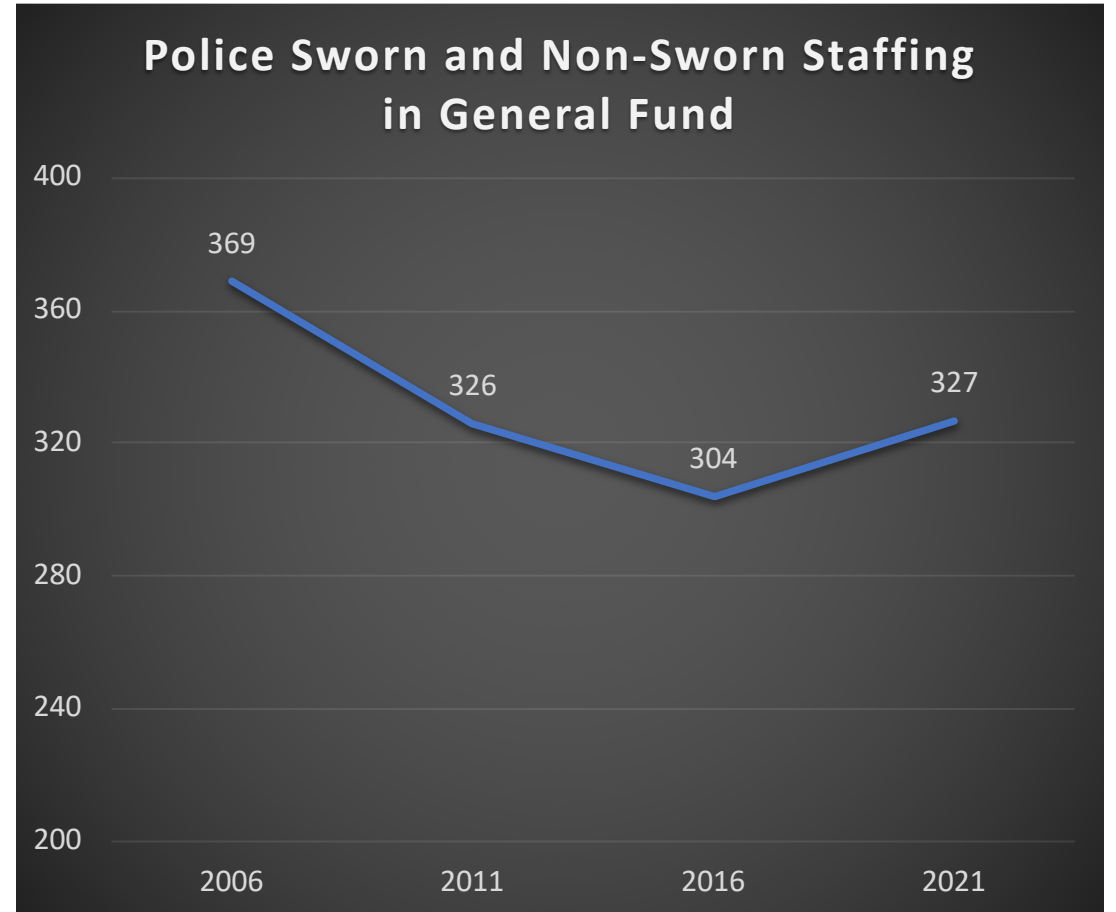


While Grand Rapids' 2019 population increased by 4% in comparison to 2006, the number of authorized (or approved in the budget) police officers has decreased by 12%. This results in a 16% reduction in the number of authorized officers per 1,000 residents.

Note: there was 1 additional grant funded civilian position every year except 2020 and 2021 where there were 2.

Police General Fund Budget

- FY21 Final Budget is 1.88% less than FY20 (\$1,054,140)
- 15-year comparisons
 - GOF funded staffing (sworn and civilian police staffing) is 88% of 2006 staffing level
 - Budget:
 - PD GOF budget average growth 2.68% per year
 - GOF budget average growth 1.93% per year
 - Note: Dispatch was removed from General Fund in FY11



Chief's comments on review of reports

- 12 Point Plan - 11 out of 12 recommendations completed or in process
- Lamberth Traffic Stop Study - 11 out of 12 recommendations completed, in process or under review
- 21CP Policy Review - 34 out of 36 recommendations completed or in process or under consideration
- Staffing & Deployment Study - All 22 recommendations completed, in process or under consideration
- City Strategic Plan - 4 primary goals completed or in process

GRPD Accomplishments from Studies

- 86 of the 90 recommendations have been completed, are in process or being evaluated, which is 96% of the recommendations.
- External Internal Affairs (IA) complaints have dropped by 66% in the last 4 years, while internal complaints have risen 18%.
- The Staffing & Deployment Study suggested the GRPD had adequate staffing, provided:
 - The hiring of more non-sworn staff to redeploy sworn staff.
 - Not responding to lower priority calls, such as traffic crashes and alarms.
- Revising the sponsored police academy classes has led to some of the most diverse recruit classes in department history.

GRPD Implementations

- Body Worn Camera
- Foreign Nationals Policy
- Youth Interaction Policy
- Internal Victim Services Specialist
- Officer Wellness Coordinator
- Support of Office of Oversight and Public Accountability
- Afternoon/Weekend Community Policing Specialists
- Conversion of sworn to non-sworn positions

Police Reform Metric Dashboard

- Initial launch scheduled for August 11, 2020
- Will be incorporated into the City's Key Metric Dashboard, which will include approximately 22 metrics from the City's Strategic Plan
- More data and disaggregation by demographics will be added
- Initial metrics will include:
 - # of beats covered 24/7/365
 - % of residents that feel safe
 - # of community events the Police participate in and # of sworn and non-sworn personnel that participate
 - Crime statistics
 - Officer and non-sworn staffing numbers
 - Demographics for existing police personnel, new hires and turnover

Similar Sized City/Agency Comparison

<u>City</u>	<u>Population</u>	<u>Officers/1000</u>	<u>Sworn</u>	<u>Annual Budget</u>
Madison, WI	258,054	1.88	486	\$81M
Glendale, CA	201,361	1.21	244	\$97M
Huntington Beach, CA	200,641	1.15	230	\$79M
Salt Lake City, UT	200,591	2.70	542	\$71M
Grand Rapids, MI	200,217	1.48	297	\$55M
Amarillo, TX	199,924	1.85	371	\$49M
Yonkers, NY	199,663	3.06	611	\$107M
Aurora, IL	199,602	1.53	307	\$77M
<i>AVG. W/O GR</i>	<i>208,548</i>	<i>1.91</i>	<i>398</i>	<i>\$80M</i>

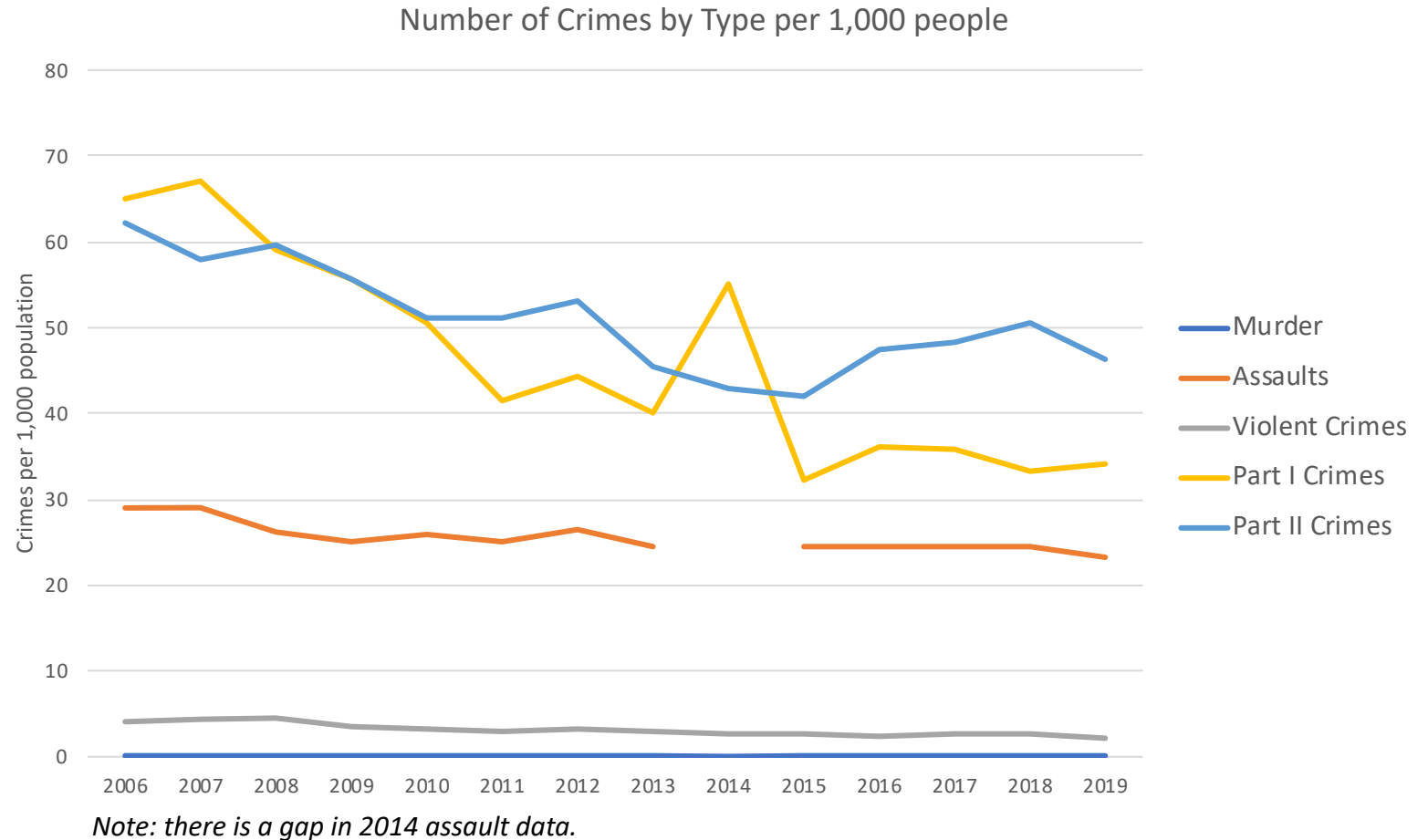
Current and Historical Crime Data

Jan. – June 2020 v 2019

% Change 2019 v 2006	
Murder	-30%
Assaults	-16%
Violent	-45%
Part I	-45%
Part II	-23%

Part 1 Crimes	Change	
Aggravated Assault	↑	5.4%
Arson	↑	52.2%
Burglary	↓	-9.8%
Larceny	↑	9.9%
Motor Vehicle Theft	↑	35.3%
Murder	↑	85.7%
Negligent Manslaughter	↑	
Rape	↓	-22.2%
Robbery	↑	14.0%
Grand Total	↑	9.0%

Part 2 Crimes	Change	
All Other	↓	-14.0%
Disorderly Conduct	↑	13.4%
DUI (Liquor or Drugs)	↓	-18.2%
Embezzlement	↓	-34.5%
Family & Children	↓	-30.9%
Forgery, Counterfeit	↓	-55.2%
Fraud	↓	-20.3%
Gambling	↑	
Liquor Laws	↓	-73.1%
Narcotic Laws	↓	-29.2%
Non-Aggravated Assault	↑	1.1%
Prostitution	↓	-22.2%
Sex Offenses	↑	18.4%
Stolen Property	↓	-5.0%
Vandalism	↑	16.2%
Weapons	↓	-16.3%
Grand Total	↓	-7.2%



\$9.5M reduction would mean . . .why these

- A \$9.5M reduction would significantly impact safety, services and outcomes, including an increase in response time and not responding to low priority calls for service.
- Budget reductions would effect equipment, training, community engagement and staff.
- Layoffs would start with all 27 Interns (Grow Your Own Pipeline), possibly non-sworn and 75-80 sworn personnel.
 - The loss of 75-80 officers is about 26% of sworn personnel leaving 217-222 officers.
 - Layoffs would include the department's most recent, and diverse, recruit classes.
- Special teams such as CEU, SRT, Traffic, Detectives, Vice, and Community Policing would be reduced or eliminated all together
- Fewer detectives and Vice personnel would result in longer investigation times.
- Fewer or limited SRT personnel would result in needing outside agency for critical incidents.
- A reduction in work force would limit the ability to participate in special events.
- Current staffing covers 86% of department beats. Reduction would impact strategic plan.
 - response times will go up and lower priority calls will not be responded to
- Staffing deployment study/21st CP report – recommended strategies and initiatives that relied on the hiring of additional non-sworn personnel to redeploy sworn officers to more priority functions.
 - GRPD researching ways to utilize experts in Behavioral Health, such as Social Workers, on calls that could benefit from that expertise. The department will be looking to be more strategic in the future finding grants and other funding sources.

Chief's Community Police Advisory Council

A committee formed to provide Chief Payne with insight, advice, and community input on policing in Grand Rapids



Chief Eric Payne



Continue to make structural changes to the Grand Rapids Police Department to address recommendations made in the deployment study, Lamberth Traffic Study and 21st Century Policing report

Status Update

- GRPD has identified funding for three essential non-sworn civilian positions:
 - Chief of Staff
 - One additional position in Office of Oversight and Public Accountability
 - Public Information Officer to be housed in the Office of Communications to assist in improving communications involving public safety
- \$396,012 net reduction in Police Department Budget to fund these positions

Anticipated Completion Date

- A budget amendment will be considered by City Commission on July 7, 2020.
- The hiring process can begin immediately after budget amendments are approved.

Identify funding to expand the Office of Oversight and Public Accountability

Status Update

- Chief Payne has identified funding from Police Department Budget for one new position in Office of Public Accountability.
- The trend that the National Association for Civilian Oversight of Law Enforcement (NACOLE) sees is that empowered offices in municipalities doing civilian oversight receive funding of no less than 1% of Police salaries.
- This change would fund OPA at \$331,548, which is 1.3% of Police Department salaries.
- And, we now have a functioning Office of Public Accountability in time to help inform the important decisions that are ahead of us.

Anticipated Completion Date

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Increase and enhance training offered by Office of Equity and Engagement and the Office of Oversight and Public Accountability related to equity, justice, implicit bias and other related topics for all City staff, including Police

Status Update

- OEE, OPA and Police are evaluating existing equity-based trainings
- Healing Tensions, a four-part series began June 19th for City staff to process current events, discuss colorism, privilege, power and specific next steps.
- Equity Foundations resumed in a new digital format on June 22 to cover basic terminology of diversity, equity, equality, inclusion; concepts of targeted universalism and socialization on race; and strategies to advance equity.

Anticipated Completion Date

- Request for Proposal to be released by July 10, 2020.
- A training plan will be completed on or before August 11, 2020.

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Questions
